Terms of Reference (TOR)

Salary and Job Grading Review Service

Background

Founded in 1937, Plan International is one of the oldest and largest children's rights organizations in the world. Today, we are a global organisation that is active in over 70 countries to advance children's rights and equality for girls. Over the next 5 years, our ambition is to transform the lives of 100 million girls.

Plan International has been working in Nepal since 1978, helping marginalised children, their families and communities to access their rights to survival, protection and participation. Plan International works in 42 districts in Nepal through partnership working modality. Each Country Office is led and managed by a Country Director who takes responsibility for the strategic direction of all work taking place there and the compliance of that work with Plan International's global as well as local policies.

In 2009, Plan International began working on the implementation of a consistent global grading structure for all positions within its Country Offices and Regional Offices. The latest iteration of this with 7 Grades, (A, B, C1, C2, D1, D2 and E) was implemented in Plan International Nepal in 2013 with salary scales for each grade based on local pay market data.

A review of Plan International Nepal’s grading and salary structure is now required with the overall aim of ensuring that its salary and benefits packages are equitable, in line with the local pay market(s) in Nepal and to address the following issues that have been identified:

1. The current pay scale of Plan International Nepal was established based on the job grading structure in line with global requirements through the salary survey conducted by the consultants in FY17. Since this scale has been in effect for more than three financial years, it needs to be reviewed considering the local market analysis, comparators benchmarking and job matching.
2. The current global job grading structure of 7 grades (A, B, C1, C2, D1, D2 and E) of Plan International Nepal is the most restrictive when matched with other comparators. This could be one reason for the mismatching of positions and job grading. It should also be noted that the mismatch of grading causes other issues in HR, including recruitment.
3. The current benefits including the allowances of Plan International Nepal need to be reviewed in line with the local labor law, comparator analysis and the Birches salary survey in order to attract the right candidate for right job.
4. The recent Birches Survey listed 37 organizations who have participated in this survey. The number seems very high. However, these comparators have not been critically analyzed taken into consideration their programme size, their budget volume and the established policies and procedures that are comparable with Plan International Nepal. Rather the survey included all organizations who were willing to participate. These factors i.e small size in terms of budget, programme and number of staffs including established policies and procedure significantly affect the survey result, which was generally criticized by members of management team for comparators including staffs and AIN HR network group.

Target Audience/usage of the results

The need for this work has been jointly identified by the Country Director in Plan International Nepal, Country Management Team and the Asia Regional Office HR&OD Partner.

The primary audience for the output of this consultancy is the Plan International Nepal Country Management Team who will assume final accountability for reviewing the recommendations made as part of this consultancy and for making decisions to address findings as required.

The secondary audience is the Asia Regional Office HR&OD Partner who is mandated to endorse changes to Country Office salary and grading structures before they are sent to the Regional Director for review and approval.
Scope of Work

The consultancy will build on the analysis on the issues listed above. However, the consultant will also need to reference Plan International's organisational policies and procedures, and all work must be considerate of the local organisational, cultural and political context. It must also be noted that dealing with pay scales, job gradings and reward issues can be extremely sensitive and the consultant will need to proceed with the full support of the Country Director and be prepared to take account of local history, employment law and employee relations issues when developing recommendations and action plans for a way forward.

Deliverables

An experienced consultant will be hired by Plan International Nepal to work with the Plan International Nepal Country Director and HR Manager to review the existing Plan International Nepal job grading and salary structure. Key deliverables will include:

1. Work plan with process and schedules for delivering the consultancy services.
2. Undertake preliminary interviews with key stakeholders, including, the Country Director, Country Management Team, and ARO Regional HR&OD Partner, so that there is clarity on their expectations and priorities from the outset. This will also establish the local internal and external business considerations to be factored in (e.g. local employment law, attrition rates, difficulties recruiting for particular positions or grades, reward mechanism, etc.).
3. Review the existing job grading structure for Plan International Nepal, determine if any revisions are necessary, and then make recommendations to the country management team regarding these revisions.
4. Review the job matching process undertaken by Birches as part of the salary survey and re-match jobs as required.
5. Work with the HR Manager and Birches (if available) in Nepal to research how other INGOs / comparator organizations in Nepal take account of the significant differentials in pay policies.
6. Analyze the latest Birches salary survey report for Nepal and make recommendations for revised salary scales for Plan International Nepal taking account of internal and external business considerations.
7. Prepare a model for a pay review for FY20 showing the implications of the job grading and salary structure for individual staff salaries. This must take account availability of budget and it is expected that different models with various options for this will be prepared for management consideration.
8. Work alongside and build the capacity of the local HR Team so that they are able to prepare future pay reviews for Plan International Nepal, understanding how to critically analyze the Birches survey and base recommendations for the management of future pay reviews on this.
9. Prepare a detail report for the consideration of the Plan International Nepal Country Management Team with recommendations to address the local issues identified and points 1 – 9 above, including cost implications. This must also contain a proposed action plan for future work as required.
10. Assist in preparing the business case for FY20 salary scale and job grading structure as needed.
11. Prepare presentation and/or communication of documentation for all staff on the salary survey and job grading results.
12. Prepare a summary report that can be shared with the comparators who participated in the salary survey.

Key Contact in Plan

The manager of the assignment and primary contact will be Elizabeth Satow, Country Director of Plan International Nepal.

Other key contacts will be:
- The Country Human Resource Manager of Plan International Nepal, Ms. Anjula Pradhan, who will be the main focal point for this work in Nepal.
- The ARO HR&OD Partner, Mr. Sumant Kumar.

PROCESS TO BE CARRIED OUT BY CONSULTANT

1. Preparations and development of detailed plan for the exercise including, but not limited to ensuring the consultant has an understanding of the relevant organisational and local policies, tools and work already undertaken.

At the global level these include, but are not limited to:
• Global Pay Policy;
• Plan’s job evaluation tool, process and policy.
At the local level in Nepal, these include but are not limited to:
• Any relevant local labour law;
• Up-to-date local salary surveys;
• Current grading structure based on the available Job Descriptions;
• Current staffing budgets and staffing budgets for this year (FY20) and anticipated ones for the next year (FY21);


Knowledge, Skills and Behaviors

• Knowledge and understanding of pay and grading theories and practice, ideally within an INGO / international organisation context in Nepal.
• Experienced in supporting organisations develop practical and workable solutions to pay and grading issues.
• Experience of working with others to develop accurate financial models setting out different scenarios linked to salary and grading.
• Experience in working with senior managers to present them with the risks and opportunities of choices they have in developing practical action plans.
• Attention to detail
• Effective communicator using clear messages drawn from the evidence of work and present a persuasive case in simple English language
• Cross-culturally adept and a high level of gender sensitivity.
• Experience working on HR issues in Nepal preferred

Duration of the assignment
Approximately 3 months in total

Application Submission Details

The consultant is expected to submit a brief outline proposal and CV for undertaking this assignment. The proposal should specifically include the following:

• Project proposal with work plan outline and approximate timeframe (maximum 5 pages)
• CV, including the details of two referees who have managed previous, similar work

Ethical and Safeguarding Children and Young People Policy:
Child protection is a term used to describe the responsibilities and activities undertaken to prevent or to stop children being abused or ill-treated. It is Plan’s duty and responsibility to reduce the risks of abuse to the children who we have contact with and keep them safe from harm. Plan’s Child Protection Policy, “Say Yes to keeping children and young people safe.”

Plan International Nepal is committed its overriding framework to protect children who come into contact with Plan International employees, volunteers, partner organizations and individuals, including consultants, who are working on behalf of Plan International. The consultant should include statements in the proposal on how he or she will ensure ethics and child protection during the commencement of the assignment and during the field work. The consultant should also specify other ethical protocols to be followed during the due course of the evaluation. The consultant is expected to take consent of the respondents and/or children’s guardian before taking photographs and ask if their photographs, verbatim or case stories could be used in report and for public dissemination. Such consent must be documented and submitted to Plan International Nepal along with the final report.

Submission of Proposal:
The Offeror shall prepare both the “Technical” and “Financial” Proposal. Also include the electronic copy of Technical Proposal (in word version) in a CD/pendrive inside the technical proposal envelop. In the cover letter of proposal the offeror must have to mention “Salary and Job Grading Review.”

1. Sealing and marking of proposals The Offeror shall seal the Proposal in one outer and two inner envelopes, as detailed below.
   (a) The outer envelope shall be:
   **Plan International Nepal, Country Office**
   Maitri Marga, Bakhundole, Lalitpur, Nepal and, marked as : “Salary and Job Grading Review.”

   (b) The 2 inner envelopes shall indicate the name and address of the Offeror and should be clearly marked with “Technical Proposal” and “Financial Proposal”. In summary, there will be one separate sealed envelope for the Technical Proposal and one separate sealed envelope for the Financial Proposal.
   Note: If an offeror submits the financial proposal (budget) within or in the same envelop as the technical proposal, it will be automatically disqualified.

   Deadline for submission of proposals must be received by Plan International Nepal at the address specified under clause sealing and marking of Proposals no later than mentioned date at EOI notice.